

# Reflections

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***Visible, Viable, Vital!***

Deployed EOA's offer real-world experiences



**Lamp:** Knowledge

**Circles:** The red, yellow, brown, white, and black circles surrounding the lamp represent the diversity inherent in the Department of Defense.

**Scale:** Justice and Equality - “Infinite Dignity and Worth”

**Sword:** Truth

**Arrows:** Readiness - “EO affects mission readiness”

# Inside

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Deployed EOA's making a difference  
in Global War on Terrorism  
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*Reflections* would like to thank the deployed EOA's who assisted with this special section, and the service members around the world who provided the courtesy photographs.

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Just months before retiring from three-plus decades of dedicated service, DEOMI's Commandant, CAPT Robert D. Watts (finally) takes the podium during EOAC Graduation Ceremony, and gives them something to think -- and talk -- about.

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Front Cover: Lt. Col. Jenny Caruso, far right, a 2002 graduate of DEOMI, recently served as the Combined Joint Task Force - 76 Equal Opportunity Program Manager while serving in Afghanistan. In the center is Col. Phil Bookert, commander, Regional Command West. On the left is Wajma Sultani, an Afghan-American (from Virginia) employed as an interpreter. "The guy in the picture is Tajj - husband of Shoila, the head of women's Shura in Asadabad," said Caruso. "We had just had a meeting with the local women inside the house and the men had to stay outside," she said.

## REFLECTIONS

*Reflections* is a publication of the Defense Equal Opportunity Management Institute, Patrick Air Force Base, Fla. The journal provides equal opportunity and equal employment opportunity specialists of all DoD Services and the Coast Guard with the latest equal opportunity news, information and features complementing the instruction at DEOMI. Opinions expressed herein are not necessarily those of DEOMI, DoD, or the U.S. Government.

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**Dr. William T. Yates, II**  
**Chief Master Sgt. Julie Crutchfield**  
**Ms. Mary Ann Chevalier**  
**Army Master Sgt. Christopher Calkins**  
**Pete Hemmer**

## From the Top

# Watts: 'And the last shall be first'

## DEOMI Commandant offers heart-felt message to EOAC Grads

by Master Sgt. Chris Calkins  
DEOMI Public Affairs

PATRICK AIR FORCE BASE, Fla. -- CAPT Robert D. Watts spoke from the heart during the recent ceremony for the 90-or-so graduates of DEOMI's Equal Opportunity Advisor Course 04-03.

And the Institute's Commandant touched more than a few hearts along the way.

Watts, who will soon be retiring from the Navy after more than 30 years of active duty service, reminded the students that this was the last time he'd "have the honor" of presiding over an EOAC graduation -- and the first time he'd ever been asked to be the guest speaker.

"... And not only that, you're also the first group of students I had to send to a shelter to ride out a hurricane," said Watts with a smile, referring to the numerous storms that ripped through Florida during the students' stay here.

"Your professionalism and support during that ordeal were outstanding, and I

thank you for making that movement -- and all that went with it -- a huge success."

Watts, who graduated from the U.S. Naval Academy in 1973, told the class, faculty, family members and friends in attendance that his thoughts were "all over the place," as he tried to decide what

to tell the final group of soon-to-be Equal Opportunity Advisors.

"Should I talk about the changing demographics?" he asked.

"Should I talk about the how the Hispanic population has increased 58 percent since 1990 and that by 2020 one in five children born in the U.S. will be Hispanic?"

"Or should I talk about the fact that the total percentage of minorities in all of the services has increased from 28 percent in 1989 to 36 percent in 2003, yet we have far fewer African American fighter pilots today in all of the services combined than we did during World War II?"

Watts then asked if he should talk about the relationship between "EO and diversity -- and how may people want to eliminate or minimize affirmative action and equal opportunity programs and use diversity as a "substitute."

But then the Brooklyn, N.Y. native changed course -- and began talking about where the rubber really meets the road. "Or should I tackle the question of what it's going to be like working with that new commander?" he asked without waiting for an answer. "Or should I ask how you -- as an Equal Opportunity professional -- can fit into the global war on terror?"

"Can you have a positive impact on your unit? What about *your* personal

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*"A change agent is someone who sees or envisions environmental shifts and takes actions that induce change."*

CAPT Robert D. Watts  
DEOMI  
Commandant



photos by Master Sgt. Chris Calkins

CAPT Watts: "Over the years, I have come to the inescapable conclusion that nothing is more vital to mission accomplishment than the people who make it all work."

## DoD selects new DEOMI Commandant

### Navy's highest ranking active duty Hispanic woman picked for top spot

WASHINGTON -- Navy Captain Kathlene Contres has been selected to serve as commandant of the Defense Equal Opportunity Management Institute (DEOMI) replacing Navy Captain Robert Watts in March 2005.

Watts will retire after 32 years of active service.

Contres was selected from a field of Army, Navy and Air Force officers

nominated by their respective service secretary for their proven leadership skill, business acumen and the ability to advocate for institutional change.

Contres, the Navy's highest ranking active duty Hispanic woman, has served in a variety of support, command, and leadership positions.

Most recently, she headed the Navy's diversity recruiting programs and successfully reversed a declining trend in minority officer accessions.

The Defense Department established the Defense Equal Opportunity Management Institute, originally chartered as the Defense Race Relations Institute, in 1971, at Patrick Air Force Base, Fla., in response to recommendations from an inter-service

task force examining the causes of racial turmoil on military installations and aboard ships.

In its early years, the Institute trained military members and DoD civilians to lead seminars on race and human relations issues throughout the military to improve mission readiness.

Through the years, DEOMI's human relations and equal opportunity education and training programs have provided service members in leadership positions with the insight to deal constructively with unit and organizational equal opportunity and human relations issues. In January 2004, DEOMI opened a 92,000 square-foot, state-of-the-art training center.

### The Contres File

Captain Kathlene Contres, the Navy's highest-ranking Latina Line Officer on active duty, is a native of Spangler, Pennsylvania. She entered the Navy in 1980, after receiving a Bachelor of Science Degree in Health Education with an emphasis in Sports Medicine, from Slippery Rock University in Pennsylvania. In February 1981, she received her Navy commission at Officer Candidate School, Newport, Rhode Island. Her initial duty assignment was at the Naval Audiovisual Center in Washington, D.C.

Other early assignments included Naval Magazine, Guam, as the Quality Assurance and Safety Officer in 1984, where she was responsible for both weapon and personnel safety. In 1985, she transferred to Hawaii as the Fleet Retention Officer, reporting to Commander in Chief, U.S. Pacific Fleet.

A year later, Captain Contres was reassigned to the Fleet Manpower Programming Office. There she was responsible for programming billets for all shore activities in the Pacific Fleet claimancy.

In 1989, Captain Contres reported to Recruit Training Command, San Diego, where she served in various billets including Recruit Division Officer and Director of Apprenticeship Training Schools.

Then, from 1992 until 1994, she was the Officer in Charge of Personnel

Support Detachment, Naval Station Long Beach, leading her detachment in earning a record number of customer service and personnel accountability awards. Captain Contres then enrolled at San Diego State University, where she received her Master of Arts Degree in Educational Leadership. Captain Contres' next assignment led her to the Pentagon.

She was assigned to the Chief of Naval Operations, Navy Training Directorate, leading the Shore Training Assessments Branch in providing needs-analysis for preparation of the Navy Training Budget.

Captain Contres completed another highly successful tour in one of the most challenging fields the Navy has to offer – recruiting. She was Commanding Officer of the Navy Recruiting District in Buffalo, New York, from 1997 to 2000, overseeing Navy recruiting in New York and western Connecticut.

Due to Captain Contres' recruiting successes and the "field perspective" she gained while in charge of the Recruiting District, she was selected for a follow-on tour at Navy Recruiting Headquarters in Millington, Tennessee.

There she served as the Director, Diversity Recruiting Programs and was responsible for reversing a declining trend in minority officer accessions to the highest attainment in 4 years (23%) and enlisted minority accessions to 46%.

Her current assignment is Director, Service and Support Division at the Navy



Personnel Command (Pers-67), a new directorate established to ensure consistent, comprehensive support for Navy personnel and their families.

In addition to earning an Education Leadership master's degree while in the Navy, she holds subspecialties in Manpower, Personnel and Training, as well as Education and Training Management. Captain Contres' decorations include two Meritorious Service Medals, five Navy Commendation Medals, two Meritorious Unit Commendations, two National Defense Service Medals, Overseas Service Ribbon, the Expert Pistol Ribbon, two Recruiting Service Ribbons, and nine Navy Recruiting Gold Wreath awards.

## 'Lip Service'

### An editorial from an equal opportunity professional

by Master Sgt. Lauren M. Long  
Superintendent, MEO, National  
Reconnaissance Office

WASHINGTON -- "It" has happened -- you're in the middle of a discrimination complaint. Fear instantly distorts your thoughts and impacts your feelings.

You recall headlines of great leaders whose only mark on history was an early resignation resulting from a sexual harassment scandal. You envision your own legacy and you begin to question.



MSgt. Long

"Who could have done such a thing?"

How could this have happened on my watch?" Didn't I always tell them what to do and what not to do?

Maybe a better question is not what you told them, but what you showed them (or didn't show them).

When a complaint of unfair treatment arises within an organization, some supervisors spend an inordinate amount of time trying to figure out "who" complained and "why" someone went against policy.

They also spend a lot of energy cursing the unfortunate predicament that has befallen them, rather than looking at the underlying motivators.

Whenever I assist them in damage control (the process of mending the residual of a discrimination complaint), I include an assessment of these seemingly hidden or non-existent motivators. More often than not, I find an abundance of underlying causes ... one of those causes is usually what I call "L.I.P. Service."

"L.I.P. Service" is: **Lying, Inauthentic Leadership and Propaganda.**

It may be shocking for some and hard to digest for others, but some people, in leadership positions, lie at times.

Though I've rarely heard the admissions, experience and evidence have convinced me that it does happen.

In fulfilling my role of identifying,

preventing and resolving discriminatory issues, I've become quite good at determining how lies can lead to complaints.

For example:

**Lie:** "I already looked into that. It was just a simple misunderstanding."

**Truth:** Didn't have the time to look into it; hoped it would go away. Has no idea or understanding of the issues involved.

The manager who doesn't look into problems as they arise, avoids the truth and provides a good foundation for complaints to flourish.

Oftentimes, perceived unfair treatment results when managers don't uphold their responsibilities. What's worse, they may be subjected to actual unfair treatment within their work place.

Because managers and supervisors are specifically responsible for looking into matters and taking effective, corrective actions, they can be held accountable in instances when they've neglected these responsibilities.

Here's another one:

**Lie:** "I didn't say that! I would never use that word."

**Truth:** Did say it but never in mixed company (at least not before the complaint).

For this manager, the use and impact of those seemingly harmless words only becomes dangerous when someone can corroborate their use. If left unchallenged, the use of disparaging terms and comments, and then covering up their use, can become the norm.

A better alternative to lying is simply integrity, vigilance and the use of words that promote a healthy work environment.

Managers must make the time to look into all issues, whether or not those issues register on their personal scale of sensitivity.

Leaders who say one thing but model something different, promote inauthentic leadership. An example is:

**Inauthentic:** "I'm 100 percent committed to equal opportunity. There is absolutely zero tolerance for any type of discrimination here."

**Truth:** Hates to see "E" and "O" in the same sentence, and sees diversity as the term applied to a well-managed financial portfolio.

How often have you heard the words "...I'm 100 percent committed," and "...I believe in zero tolerance," when it comes to equal opportunity speeches.

Those words are powerful when leaders implement the message behind the

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*"If left unchallenged, the use of disparaging terms and comments, and then covering up their use, can become the norm. A better alternative to lying is simply integrity, vigilance and the use of words that promote a healthy work environment. The manager who doesn't look into problems as they arise, avoids the truth and provides a good foundation for complaints to flourish."*

Master Sgt. Lauren M. Long



photos by Master Sgt. Chris Calkins

# From the Field

## It's Worth It

**Long-time DEOMI Instructor looks back with fond memories**

by Dorothy Maney-Kellum  
DEOMI Faculty

PATRICK AIR FORCE BASE, Fla. -- As I approach my retirement from the Defense Equal Opportunity Management Institute (formerly the Defense Race Relations Institute), I do so with excitement and eagerness, ready to start another chapter in my life.

However, I'm also sad, because I'm leaving a place and a group of people that I've grown to love.

When I joined the faculty of DRRI in 1973, I had no idea what an extraordinary journey I was beginning. I certainly didn't know that it was one that would continue for so many years and bring me back on three different occasions.

Like so many of the people that started that long journey with me, I thought we'd work ourselves out of a job, that there would no longer be a need for this Institute or any other like it.

How idealistic we were.

I've been on the staff at DEOMI/DRRI for about 20 years but associated with this extraordinary place for more than 32 years.

I have the distinction of being the first female trainer here.

At the time, it didn't seem particularly important, but I know now it was a pretty

*'In the present, it's difficult to recognize what kind of impact you're having. But believe me, you're having an impact. Never doubt that what you do is important, it is.'*

Retiring DEOMI Instructor  
Dorothy Maney-Kellum



photos by Master Sgt. Chris Calkins

big deal.

Over the years I worked for nine different Commandants and have seen hundreds of staff and faculty members come and go.

Some of the leaders of the Institute were good; some not so good. Some of the trainers were good and some not so good.

Some were dedicated and sincere while others were just doing their job, biding time until they could move on.

Yes, it seems that my little school-house was just like any other military assignment.

There're examples of both the good and the bad. But, over time I noticed one very important difference between DEOMI/DRRI and all the other commands.

This Institute seems to bring out the best in people. Most staff members are hard working, caring professionals.

The faculty goes well beyond what's required of them in their job descriptions. They give from the heart.

Yes, DEOMI/DRRI has been fortunate over the years to have attracted the caliber of individuals that represent the best the armed forces has to offer.

Not only has the Institute been fortunate to have the level of leadership, staff and faculty it's had, but also the quality of students has been extraordinary.

In the early years, students didn't have the degrees and credentials that so many of them do now, but they had motivation

and a burning desire to make the world a better place for themselves and their children.

What fighters they were!

What's really amazing is that many of them are still working in the EO or EEO fields and still fighting to make things better.

I see this same drive, determination and dedication in many of the students today, and I experience a sense of well being, because I know that people still care. I know the work myself and others started will continue.

As I reflect on my time at DEOMI/DRRI, I can't help but be reminded of the many times I wanted to throw in the towel. It seemed as if I was wasting my energy, it just wasn't worth it. Sometimes it was hard to keep going.

I know it's sometimes hard for staff and faculty to keep going. In the present, it's difficult to recognize what kind of impact you're having.

But believe me, you're having an impact. Never doubt that what you do is important, it is.

Every once-in-a-while you'll get a small glimpse of your effect on others and you'll know it's worth it.

You changed a negative attitude. You inspired a new behavior. You caused someone to think.

When your caring guidance and specialized training helps to fight intolerance, it's worth it.

On those melancholy days when you question and doubt yourself, remember I can truly say that after being in this business for 32 years, having given so much of myself to this Institute, *it's all worth it.*



"I have the distinction of being the first female trainer here. At the time, it didn't seem particularly important, but I know now it was a pretty big deal," said Maney-Kellum, here pictured with CAPT Robert D. Watts, at her retirement.

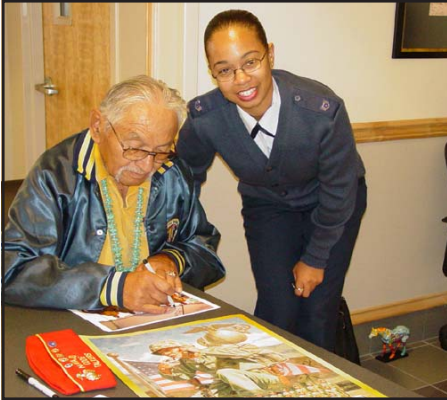


photo by Master Sgt. Chris Calkins



photo by Lt. Col. Nathan Thomas



photo by Master Sgt. Chris Calkins

## ‘Code Talkers’ still get message out

**By Army Master Sgt. Chris Calkins  
DEOMI Public Affairs**

PATRICK AIR FORCE BASE, Fla. — A couple of former Marines whose primary military mission 60 years ago was to perfect the art of sending classified, non-decipherable messages using a variation of their native Navajo language, showed they're still able to deliver a profound message today.

This time, though, the special guests at the Defense Equal Opportunity

Management Institute did it in English.

And their message — once again — came through loud and clear.

During the early stages of World War II, the Japanese military was gobbling up island after island throughout the South Pacific. American military strategy and missions were severely hampered by Japanese intelligence officers who continued to break communication codes and quickly decipher top-secret and classified U.S. military messages.

Tired of having their supply routes and attack plans known in advance, the U.S. Marine Corps decided to try something new. Within just a few months of the bombing of Pearl Harbor, 29 native Navajo Indians were on their way to undergo some of the most strenuous military training to date.

The Navajo Code Talkers — who would eventually grow to nearly 400 by war's end — were born. But it wasn't easy.

Samuel Sandoval, who spoke to DEOMI first, remembered what it was like



photo by Lt. Col. Nathan Thomas

*"We had to invent all kinds of words ... from general to private ... from ships to airplanes. It was all so very complicated. It was all about three things: speed, accuracy and secrecy. And we did it very well."*

Samuel Sandoval,  
Navajo Code Talker, who saw action in six different  
WWII combat campaigns

# DEOMI News

*"I've been married now for 51 years, and when I told my wife back in 1969 that we were going to Chicago for the 4<sup>th</sup> Marine Division reunion, she asked me what we were going to do there. Well, I told her we'd be getting honored for what the Navajo Code Talkers did for the war effort. She never even knew I was one of them."*

Navajo Code Talker  
Albert Smith, pictured with DEOMI graphic  
artist Peter Hemmer, who designs the  
Institute's observance posters

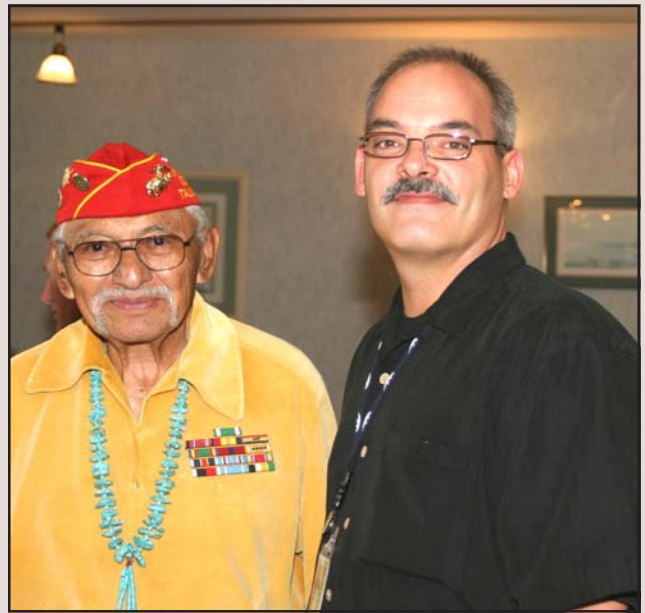


photo by Lt. Col. Nathan Thomas

to almost "re-invent" the Navajo alphabet because their native language – one that has never been written down – does not contain any military-based words or phrases.

"We had to invent all kinds of words ... from general to private ... from ships to airplanes. It was all so very complicated," said Sandoval who is credited with seeing action in six different combat campaigns.

"It was all about three things: speed, accuracy and secrecy," he said proudly. "And we did it very well."

"If I talked the code to the Navajo people – my own people – they wouldn't know what I was talking about. They'd probably think there's just something wrong with me up here," he said while tapping his forehead.

Later, Albert Smith, a veteran of four combat campaigns, took the podium.

He spoke of the secrecy of the whole operation, and how their achievements were not publicly known for nearly a quarter of a century after the war ended.

"I've been married now for 51 years, and when I told my wife back in 1969 that we were going to Chicago for the 4<sup>th</sup> Marine Division reunion, she asked me what we were going to do there," Smith said.

"Well, I told her we'd be getting honored for what the Navajo Code Talkers did for the war effort. She never even knew I was one of them," he said.

What they did for that war effort, quite frankly, is remarkable.

Maj. Howard Conner, signal officer of the 5<sup>th</sup> Marine Division at Iwo Jima, said "during the first 48 hours, while we were landing and consolidating our shore positions, I had six Navajo radio networks operating around the clock.

In that period alone, they sent and received over 800 messages without an error.

"Were it not for the Navajos, the Marines would never have taken Iwo Jima," Conner said.

Following that initial award in Chicago, the Code Talkers have – slowly but surely by their own account – been getting more and more well-deserved notoriety.

Sandoval also reminded the audience that in 1982 President Ronald Reagan signed a measure proclaiming August 14 as "National Navajo Code Talkers Day."

It was, he pointed out, the same day the Japanese military officially surrendered.

"Next year, you can all celebrate with us," he said with a smile.

Slowly shaking his head from side-to-side, Sandoval then asked the visiting guests and the 90-or-so students enrolled in DEOMI's Equal Opportunity Advisor's Course if anyone had seen the movie "Windtalkers," in which two U.S. Marines are assigned to protect the code talkers.

"Well, if you did, let me just say this: a movie is just a movie. And remember to take it for what it is," he said.

"Let's just say I don't remember ever wearing my moccasins while I was in combat."



photo by Lt. Col. Nathan Thomas

Representing two generations of Marines, Master Sgt. James Woodland stands behind Smith -- every step of the way -- during the Code Talker's visit to DEOMI.



Photo by Army Master Sgt. Keith Arachikavitz

Competing for DEOMI in the Army 10-Miler were (front row, left to right) Air Force Maj. Lester Ball, Navy Chief Lisa Brown and Army Sgt. 1st Class Ian Dames. In the back row, Army Master Sgt. Shelton Torbert, Air Force Capt. Karen Gregory, and then-Master Sgt. Marvin Echols.

## Someone to look up to

### Joint-service team shines in Army 10-Miler

by Army Master Sgt. Chris Calkins  
DEOMI Public Affairs

PATRICK AIR FORCE BASE, Fla. --

When it comes to competing in the world-famous Army 10-Miler Race, a half-dozen joint service staff members at the Defense Equal Opportunity Management Institute all have the same answer: **"been there; run that."**

And that's precisely the kind of real-world experience their boss wants equal opportunity advisors to have.

The one word we use all the time around here is "readiness," said CAPT Robert D. Watts, DEOMI's Commandant.

"... there's a lot of different things that word (readiness) can mean. One aspect of that is physical fitness, and when our staff members and trainers can show their stuff in front of that many competitors, it just shows how committed and how "ready" these DEOMI EO professionals really are," he said.

"We're all very proud of their efforts -- and their accomplishment. It's not an easy thing to do."

Competing for DEOMI -- and surrounded by more than 16,000 other runners on the grounds of the Pentagon,

were Air Force Maj. Lester Ball, Air Force Capt. Karen Gregory, then-Master Sgt. Marvin Echols (recently promoted to sergeant major), Army Master Sgt. Shelton Torbert, Navy Chief Lisa Brown and Army Sgt. 1st Class Ian Dames.

Torbert had the team's best time, running the course in 1:18:59. And he learned something along the way.

"Diversity comes in many forms besides race and gender. We had a broad range of diversity," Torbert said.

"Units need to look beyond the obvious and embrace the individual's gifts, talents, skill sets and intellect," said the DEOMI equal opportunity trainer.

That "readiness and team theme" was hammered home time and time again.

"Being in a huge group of military members, many of whom were veterans of combat in Iraq and Afghanistan, helped remind me that EO professionals are definitely part of what makes our military the best in the world. We do our part to make sure everyone is working together to effectively accomplish the mission," said Ball.

Gregory, who had never run 10 miles before in her life, said she had to push



Photo by Sgt. Lorie Jewell

"I've run in small races, but there's no comparison to being surrounded by 16,000 runners on the grounds of the Pentagon. I could definitely feel the excitement in the air as the artillery was fired to start the race and everyone was clapping and cheering during the shuffle to the starting line," said Air Force Maj. Lester Ball.

herself beyond her normal limits.

"You can beat all obstacles put in front of you. Just put your heart and mind to it and you can do it.

"We succeeded because we worked as a team -- a joint team," Gregory said.

"Our team was made up of various services and different types of people. Regardless of our differences, we pulled together to motivate and encourage one another, we were ready for the race, and we succeeded in accomplishing our goal."

For the record, the DEOMI team finished 48th in their "Mixed/Active" Division that comprised more than 100 teams.

For Echols, that effort spoke volumes about the message he hoped DEOMI was sending.

"And I don't want that message only going out only to DEOMI students, but to all military members at large of the importance of physical fitness and how critical it is to the military's mission," Echols said.

"Especially in today's world ... no matter where you are assigned, or the assignment you may have, there are always opportunities to have fun while maintaining physical fitness and building the bond between the team members," said the new sergeant major.

Of course, the Institute's boss could sum it up in one word: Readiness.

## Just call it the 'Wisdom of Solomon'

Foreign students  
quickly discover  
DEOMI offers 'more'  
than they thought

By Master Sgt. Chris Calkins  
DEOMI Public Affairs

PATRICK AIR FORCE BASE, Fla. -- In a word, both international students used the same adjective when trying to describe what they thought of DEOMI's Equal Opportunity Advisor Course 04-03: "More!"

As in more work. More reading. More writing. More difficult. More thought provoking. More than they expected.

"A lot more than I expected," said Ms. Anika Kingmele, a member of Small Group No. 7, who returned home to the Solomon



Solomon Island students Ms. Anika Kingmele, left, and Ms. Emily Teaitala, chat with Master Sgt. John B. Guiterrez, a fellow EOAC 04-3 student.

Islands in December to her position in the Attorney General's office.

Both Kingmele, and her country women, Ms. Emily Teaitala, were nominated by their government to come here.

"And I'm glad they did," said Teaitala, who works a Human Resource Manager in her government's Public Service Department. "It became clear to

me that this class covers a lot of helpful material for both of us.

"I am learning now how to cope with and fix problems we have in recruiting,

discrimination cases and 'island grouping,' issues," she said, explaining that some people living throughout the many Solomon Islands have "their own way of doing things."

Kingmele said she expects the things she learned here will help her "when it comes to drafting new laws, consultations with her bosses and conducting surveys throughout the many villages."

But even though both were looking forward to going home -- and being away from family and friends was very, very tough on them -- they both knew they had much more work to do.

"In the beginning, I found this whole situation very stressful. This is a very different, very personal kind of training," Kingmele said.

Both students said the introspective nature of the course was unnerving to them at first, to say the very least.

"It is not easy to open yourself up in front of a group of strangers -- who now happen to be my good friends -- and let them have a look at what's inside me. Not easy at all," Kingmele said.

"I found that part of the experience most uncomfortable, but it just kept getting better as time went on," she said.

Teaitala agrees.

"There's a lot more going on with this class -- both in lectures and small groups -- than we were expecting, and it's (the training) nothing like either of us have ever experienced before," she said.

"This may not be more than we can handle, but it sure is a lot more than we expected."

There's that word again.



photos by Master Sgt. Chris Calkins

*'It is not easy to open yourself up in front of a group of strangers -- who now happen to be my good friends -- and let them have a look at what's inside me. Not easy at all. I found that part of the experience most uncomfortable, but it just kept getting better as time went on.'*

Ms. Anika Kingmele  
Solomon Island student



*"I'm viewing it from a standpoint of Soldier readiness. I'm viewing it from a standpoint of Army values. I'm viewing it from a standpoint of mission. So I need to ensure that my organization meshes together; that everybody understands Army values, which is a direct crosswalk into mission accomplishment in terms of Soldier readiness."*

21st TSC Commanding General Bennie Williams



## Communication, skills, awareness

### DEOMI instructors take advantage of key leader support, intervention

**By Spc. LeeAnne McCoy**  
**21st TSC Public Affairs**

VOGELWEH, Germany -- Senior non-commissioned officers, commissioned officers and civilians from the 21st Theater Support Command got together for some training on a subject that affects everyone -- Equal Opportunity.

The training emphasizes communication skills, awareness and education.

"It's all about awareness, and learning about different cultures - just like when we have the ethnic observances," said Sgt. 1st Class Joyce Chavers, 21st TSC equal opportunity advisor.

"It's learning about different types of people, different types of personalities and cultures; finding out why

we tick."

21st TSC Commanding General Bennie Williams pulled senior leaders from their usual commitments for a two-day intensive training course to emphasize how vital EO is to the unit's mission.

"I'm viewing it from a standpoint of Soldier readiness. I'm viewing it from a standpoint of Army values. I'm viewing it from a standpoint of mission," Major General Williams said. "So I need to ensure that my organization meshes together; that everybody understands Army values, which is a direct crosswalk into mission

accomplishment in terms of Soldier readiness."

Through combined seminars, practical exercises and videos, leaders learn how to work together with people from all races, genders and

cultural backgrounds. All of this training focuses on creating stronger bonds within the unit.

"The largest problem in Equal Opportunity is probably that many people don't think

that this is an issue that affects their organization," said Maj. Jay Steinke, Chief of Corporate Initiatives for the Defense Equal Opportunity Management Institute.

"They don't see the

connection between team effectiveness, cohesion, readiness and ability to function on the battlefield. They see this somehow as a distraction to all the other things we've got going on," Steinke said.

"But you can't be an effective team if you can't communicate value and understand the people working around you," he said.

"In the Army, there is no boy, girl, black, white or yellow. Everyone is simply green," Williams said..

"The 21st TSC is a melting-pot that represents a cross-segment of our society

"And with that in mind, we must all work together, live together and go to war together to ensure success," added the two-star general.



**Maj. Jay Steinke**

#### **Leadership Team Awareness Course**

The LTAC is a one-week course for service members and DOD civilians.

Its purpose is to increase senior leader awareness of equal opportunity issues that impact organizational effectiveness. Check the DEOMI web page for course schedules.

<https://www.patrick.af.mil/DEOMI/DEOMI.HTM>



photos by Master Sgt. Chris Calkins

DEOMI's LTAC instructors divide their time between conducting on-site classes and traveling around the globe spreading the EO message.

# DEOMI News



Instructors from DEOMI's Equal Opportunity Advisor Reserve Component Course (above) paid a recent visit to Ernest Abbott and others who call the Vietnam Veterans Transitional Facility home. "They made my day," Abbott said, right, sitting with VTF director Floyd M. Merckle.



photos by Master Sgt. Chris Calkins

## Vets get 'shot in the arm' from DEOMI faculty

**By Army Master Sgt. Chris Calkins  
DEOMI Public Affairs**

PATRICK AIR FORCES BASE, Fla. — Air Force Major Phyllis Plear-Stiger said she thought the recent visit by her fellow Defense Equal Opportunity Management Institute instructor's "was the least we could do ... nothing out of the ordinary or special."

The director of the Veterans Transitional Facility of Brevard said the baker's dozen group of joint-service senior non-commissioned officers and field grade officers was a "real shot in the arm."

Turns out he was right.



"We're not an 'Oh-woe-is-me-facility'; we're here to give these down-on-their-luck vets a chance to take back control of their personal affairs and lives. To live here, they have to be drug and alcohol free, and be serious about getting out and finding work," said Merckle.

"The vets and family members — there is one 4-year-old girl living with her mother in the 19-person facility — are pretty much down on their luck, or they wouldn't be living here," said retired Command Sgt. Maj. Floyd M. Merckle, the VTF director.

"For these 13 officers and senior NCO's to give up some of their time to come out here and talk to these vets, and to offer them some hope was a real shot in the arm to the ones who don't get too much positive feedback," he said.

"I've dealt with other DEOMI folks in the past and they've always seemed like sharp, caring troops. I enjoy the interaction I get with them, but more importantly, our residents get a feeling there's someone else who cares about them other than those "tasked" to do so," said Merckle, who retired from the 5th Signal Command, Worms Germany, in 1990.

According to Merckle, the purpose of the facility — founded in 1989 with an operating budget of nearly \$80,000 — is to provide for the immediate needs of homeless Vietnam War veterans while permitting them to search for work, save some money and to

get back on their feet.

"We're not an 'Oh-woe-is-me-facility'; we're here to give these down-on-their-luck vets a chance to take back control of their personal affairs and lives. To live here, they have to be drug and alcohol free, and be serious about getting out and finding work," he said.

"Let's be honest, some folks are real serious about recovering ... and some aren't. We don't need the temptation drugs and alcohol bring around here.

"This is a hard cycle of their life they're going through, and it's tough to break," said Merckle, who has been with VTF since 1992 and estimates about 1,500 former vets have passed through its doors.

One of those is 47-year-old Ernest Abbott, a former "Spec 4" who left the Army in 1982, from Fort Knox, Ky.

He was thrilled to get a visit from the DEOMI instructors.

"It made me feel good to know that someone knew we were here and cared enough to stop by and say hi.

"They made my day," he said.

The least they could do? Hardly.

**Editor's note: You can contact Merckle at 700 E. Fee Ave., Melbourne, Fla., 32901, or by calling (321) 409-8167, FAX (321) 409-8168).**

## UNFULFILLED

by Col. Randy A. Hurtt  
U.S. Army Reserve

*The dulcet strains of woodwinds  
And the clarion calls of brass  
Blended powerfully with strings and percussion  
To create a symphony of indescribable beauty,  
That transfixed me in a dream from which I  
couldn't wake.  
From where, I wondered, did such music come?  
Why had I never heard this melody before?  
Suddenly....the music ceased in mid-phrase,  
And I understood that this symphony was  
never composed,  
Because it died at Auschwitz.*

*The surgeons hands moved swiftly, deftly,  
As he maneuvered so skillfully  
Through the living universe of the patients body.  
Probing gently, he repaired the damage  
That threatened this souls very existence.  
His pioneering technique had  
revolutionized surgery.  
Desperation was yielding to hope,  
But the operating room faded from view,  
And I understood that this technique*

*was never developed,  
Because it perished at Srebrenica.*

*The tumultuous roar of the excited throng  
Rose exponentially in anticipation  
Of this long-awaited, thrilling showdown  
That would once more crown the world's  
fastest human  
With quadrennial Olympic gold.  
The starters gun launched the runners  
And, stride for stride, they approached the tape.  
The crowd and runners disappeared instantly,  
And I understood that this medal was never won,  
Because it was lynched in Hattiesburg.*

*Auschwitz.....Srebrenica.....Hattiesburg.....  
Chapters of history we can never erase.  
Yet, we must write their epilogue,  
Lest other lives go  
Unfulfilled.*



Col. Hurtt is a former DEOMI graduate of the Reserve Component Course (1986) and is currently an Army Reserve officer working as the EOA for the 360th Civil Affairs Brigade (Airborne) at Fort Jackson, S. C., where he also supervises battalions in New York, North Carolina, Maryland and Tennessee. In the civilian world, he is a Middle School math teacher in Columbia, South Carolina.

## DEOMI Versions of Climate Surveys

Version	Best Used When
DEOCS	DEOMI Organizational Climate Survey is best used when a unit is of moderate size and has military, civilian or mixed demographics with typical racial / gender diversity.
SUEOCS	Small Unit Equal Opportunity Climate Survey is best used when a unit has fewer than 50 members or there is little racial / gender diversity in the unit.



photos by Master Sgt. Chris Calkins, DEOMI Public Affairs

## DEOMI Symposium

Designed as a forum to share current equal opportunity and equal employment opportunity information, DEOMI hosted their fifth Research Symposium, Feb. 17 -18. Jerry Scarpace, symposium project officer and Acting Director of Research for DEOMI, said the symposium was a success. "The symposium provided an excellent forum for learning, sharing and exploring. Let me express my thanks to the 20 visiting speakers and to the staff here at DEOMI for pulling this all together." In the photos (clockwise from above) DEOMI's Lt. Vanessa Givens, right, talks with one of the symposium's speakers, Senior Chief Petty Officer Steven Barzal just prior to the start of the two-day event; Lt. Cmdr. Lynn Bradley from the Canadian Navy prepares to take notes; attendees and speakers -- here from the University of Maryland -- came from as far away as Hawaii; DEOMI's new Commandant, Navy CAPT Kathlene Contres is an interested participant, Jerry Scarpace addresses the speakers and attendees and Dr. Mickey Dansby served as the keynote speaker.



# Visible, Viable, Vital!

**Joint-service,  
forward-deployed  
EOA's offer  
real-world  
experience, advice**

**By Army Master Sgt. Chris Calkins  
DEOMI Public Affairs**

PATRICK AIR FORCE BASE, Fla. — Army Master Sgt. Nicolle J. James made a big mistake before deploying to Iraq with the 2nd Medical Brigade.

And she's the first one to admit it.

And she wants everyone -- especially soon-to-be-deployed equal opportunity advisors -- to know all about it.

She wants to make sure it doesn't happen to them.

As a U.S. Army reserve soldier, James



Master Sgt. Nicolle James, right, EOA for the 2nd Medical Brigade in Iraq, makes plans for equal opportunity training with (left to right) Sgts. Orbin Guilamo and Timothy Vogt, both Quick Reaction Force NCO's. James was later named the Equal Opportunity Advisor of the Year for Iraq.

doesn't get the chance to wear "one hat," as she put it: her primary job within her unit is the Non-Commissioned Officer-in-Charge of the Medical Regulating Office.

What this means, in English, is that it's James' job is to ensure every service member, civilian contractor and anyone else injured in combat are immediately transported to the nearest Medical Treatment Facility in order to "save their life, limb and/or eyesight," she said.

On a "good day," this is a 12- to 14-hour day, seven days a week job.

Her unit equal opportunity duties are known in the Army as "additional appointed duties."

"While preparing to perform my MRO duties, I neglected to prepare for my pre-deployment EO duties. Don't ever let this happen to you," James said.

James said she was "hit" with an EO complaint less than 30 days after she arrived in theater.

"I wasn't prepared .... and I had to get prepared very quickly. I had no idea EO was so important in combat ... promoting the (EO) program and combating unforeseen circumstances."

Fortunately for James, she was one of the more "lucky" combat troops, and had access to the internet and international phone lines.

"I was one of those fortunate soldiers; through the use of the technology we had on hand, I was able to resolve both EO and non-EO issues.

My motto for all the troops in my

*"I wasn't prepared .... and I had to get prepared very quickly. I had no idea EO was so important in combat ... promoting the (EO) program and combating unforeseen circumstances."*

Army Master Sgt. Nicolle James  
2nd Medical Brigade, Iraq



# Cover Story

*"Everyone in the AOR (Area of Responsibility) has a vital role, no matter how big or small, in support of the Global War on Terror. Working 12-plus hour days, and in some cases doing their jobs under hostile fire, the absolute last thing an Airman needs to worry about is discrimination or sexual harassment. We try to alleviate those concerns or issues so members can focus strictly on the mission and not how they are being treated either on- or off-duty. In this type of environment, people not focusing on the job can put lives in danger, both in the air and on the ground."*

Tech. Sgt. Jeff Sealey, right, shown with Air Force Capt. Andrea M. Justice, Military Equal Opportunity Office 379 Expeditionary Wing Al Udiid Air Base, Qatar



brigade was "never disregard a soldier's feelings or concerns."

Apparently, her "motto" served her well; late last year, James was selected as the Equal Opportunity Advisor of the Year for Iraq.



"We bring combat readiness, cohesion, understanding, and unity. Our theater is not just joint in terms of sister services working side by side, but we are also a Combined Coalition Force," said Army Master Sgt. Carol Cheley, currently serving in Afghanistan. "Our soldiers work with military personnel from more than 20 different countries; we have to develop an understanding of one another and mutual respect for differences."

## So, just what do you really bring to the fight?

According to Tech. Sgt. Jeff Sealey, 379th Air Expeditionary Wing, currently headquartered at Al Udiid Air Base, Qatar, he and his staff of equal opportunity professionals are in theater "for the exact same reason Military Equal Opportunity offices are back at their home stations.

"Everyone in the AOR (Area of Responsibility) has a vital role, no matter how big or small, in support of the Global War on Terror.

"... working 12-plus hour days, and in some cases doing their jobs under hostile fire, the absolute last thing an Airman needs to worry about is discrimination or sexual harassment.

"We try to alleviate those concerns or issues so members can focus strictly on the mission and not how they are being treated either on- or off-duty.

"In this type of environment, people not focusing on the job can put lives in danger, both in the air and on the ground," Sealey said.

Army Master Sgt. Carol Cheley, a soldier from the 25th Infantry Division Light, Schofield Barracks, Hawaii, currently serving in Afghanistan, said she thinks she, and the other EOA's

working with her throughout the country bring something very specific to the fight.

"Combat readiness, cohesion, understanding and unity. Our theater is not just joint in terms of sister services working side by side, but we are also a Combined Coalition Force" Cheley said.

"Our soldiers work with military personnel from more than 20 different countries; we have to develop an understanding of one another and mutual respect for differences.

"We spend a lot of time educating our forces on the cultural differences," she added.

Chief Petty Officer Chester L. Williams, assigned to the *USS Carl Vinson*, stationed in Southwest Asia, thinks of himself as his commander's "eyes and ears."

"Our EO program is designed to bring aggressive training on equal opportunity matters, as well as, emphasizing the importance of human relations in general," Williams said.

"In order to win the Global War on Terrorism, unit cohesion, camaraderie and cooperation are greatly needed since everyone lives in such close quarters onboard Naval vessels.

"If the crew operates in an unhealthy, hostile environment because of discrimination and sexual harassment ... well, if that happens, the war is lost," he said.

**Continued on next page**

# Cover Story

*"In order to win the Global War on Terrorism, unit cohesion, camaraderie and cooperation are greatly needed since everyone lives in such close quarters onboard Naval vessels. If the crew operates in an unhealthy, hostile environment because of discrimination and sexual harassment ... well, if that happens, the war is lost."*

Chief Petty Officer  
Chester L. Williams, right, onboard the  
USS Carl Vinson



## What specific EO issues have you seen on your deployment?

For Army Master Sgt. Christopher Keesee, the incidents came fast and furious -- when he first arrived in Iraq with members of the 1st Infantry Division.

The two main issues, according to Keesee, were sexual harassment cases and racial discrimination complaints.

"For most commanders and leaders, EO is typically not on the 'radar screen' of importance, especially within a high-tempo, high-stress environment like this," Keesee said.

He said it's the equal opportunity advisor's job to see that it gets there, any way they can.

"When you're deployed like this, soldiers have been 'forced' to work and live together 24 hours a day, seven days a week," Keesee said.

And that can get old in a hurry.

"Their 'bag' -- short for the personal baggage we all carry around -- would open up a lot of personal issues.

"I had to intervene several times to settle several racial incidents from getting out of hand," he said.

"I ended up modifying the current class on Conflict Management, presenting humorous scenarios with strong racial overtones. The message of 'closing your bag' was well received.

"The bottom line is that EOA's need to adjust their current EO training classes to fit both their personality and their unit's unique situations, yet not lose the equal opportunity take-home message," Keesee said.

Sgt. 1st Class Hurshie Williams, also assigned to the 25th Infantry Division (Light) serving in Afghanistan, said even the most simple things -- left untouched -- can touch off trouble.

And he talked about how proactive action can diffuse a potential time bomb.

"I had an issue where a unit call sign was offensive to some soldiers.

"I spoke to the commander and advised him how this particular call sign could be perceived as offensive by some of his personnel.

"He took into account the negative connotations this could have on his organization and promptly scrapped the call sign," Williams said.

Just another case of how what-you-don't-know can hurt you.



"The bottom line is that EOA's need to adjust their current EO training classes to fit both their personality and their unit's unique situations, yet not lose the equal opportunity take-home message," said Army Master Sgt. Christopher Keesee, an EOA serving in Iraq.

Sgt. 1st Class Tina Irvin, now serving with the Joint Logistics Command in Afghanistan, said she makes on-the-spot corrections almost daily.

She said many of these are attempts -- again proactive -- of not allowing her soldiers to put themselves in a potentially bad situation.

"I have pointed out inappropriate materials in the workplace. The most common response I get is that the individual didn't know it was offensive, or

# Cover Story

they think since they bought the magazine at the Base Exchange, there wouldn't be any problem," Irvin said.

Once again, ... what they don't know.

Petty Officer Williams said he, too, likes to take a very up-front approach to handling any potential problems that might pop up on his ship.

"We have a young generation of sailors that is sometimes '180 degrees out of phase' with the Navy core values of Honor, Courage and Commitment ... I am constantly correcting young African American males about the loose use of the 'n-word.' That's unacceptable."

Williams also said he consistently monitors -- as best he can -- the further forwarding of e-mails of a sexual nature and making spot corrections -- "in a tactful way," he said -- on any use of exclusionary language from peers and other senior leadership.

## Ethnic Observances? Why would you do that over there?

You may think that with everything going on with deployed service members -- and the stress in which those men and women work, the last thing any of them would be interested in is an ethnic obser-

*But more importantly, these celebrations allow people to think about some of the things in the United States that makes us so special, like being so multi-cultural ... And they also remind us how some of the minorities in the U.S. started off with a not-too-different situation from some of the Afghani people we see here. We always try to make some kind of tie-in with our mission here and our observance."*

Sgt. 1st Class Tina Irvin

vance celebration.

And you would be wrong.

"Celebrating ethnic observances is a welcomed change to the everyday drill of just being here in Afghanistan," said Irvin.

"But more importantly, these celebrations allow people to think about some of the things in the United States that makes us so special, like being so multi-cultural. They also remind us how some of the minorities in the U.S. started off with a not-too-different situation from some of the Afghani people we see here. We always try to make some kind of tie-in with our mission here and our obser-

vance," she said.

Cheley said her unit's observances have gotten better and better as more resources were discovered.

Her office joined forces with the health clinic, Morale, Welfare and Recreation and AAFES to host a run and a health fair in support of Women's Equality Day.

"Hispanic Heritage Month was a soldier-driven event with dancing, food, displays and a presentation -- and again we used pictures to help 'tell the story.'

According to James, probably the biggest "key" to making ethnic observances meaningful, is getting the support from the commander.

**Continued on next page**



Brig. Gen. James Reynolds, left, 2nd Medical Brigade commander, "volunteered" for KP Duty in support of his unit's ethnic observances of Hispanic Heritage Month, during a special Cinco de Mayo meal in Iraq. Reynolds, said Master Sgt. Nicolle James, was the kind of leader an equal opportunity advisor loves working for. "Well, when you get a one-star in Iraq to take the time to do something like that, just imagine how those young men and women in our command felt. With that kind of leadership, everyone buys into the program. It's wonderful getting that kind of active support," James said. Sgt. 1st Class Tina Irvin, above left, of the Joint Logistics Command, shares a smile with Chap. (Capt.) Scott Crossfield, during her unit's luau held to help celebrate Asian-Pacific Islander Month.

# Cover Story

She got all that, and more from hers.  
“It doesn’t make a difference if you’re overseas or stateside, serving in times of war or peace.

“When the commander shows up at all your ethnic observances, it’s amazing how ‘important’ they become. It’s a huge plus when you get the command sergeant major and the commanding general taking an active part in your celebration,” James said.

In her case, she got to see that kind of support up close and personal -- in the kitchen.

“My commander, Brigadier General (James) Reynolds didn’t just sit behind his desk and sign a memo saying he ‘supported’ Hispanic Heritage Month.

“He put on a hat and went to work as a KP serving food for our special Cinco de Mayo meal,” she said.

“Well, when you get a one-star in Iraq to take the time to do something like that, just imagine how those young men and women in our command felt.”

“With that kind of leadership, everyone buys into the program. It’s wonderful getting that kind of active support,” she said.

## What can DEOMI do to make you more successful?

Sgt. 1st Class Mary White, currently serving in Afghanistan with CJTF-76, thinks DEOMI could take a more “purple approach” in their training.

“The whole DEOMI experience would be more helpful down the road if they adjusted the service-specific portion of the course,” White said.

“Service specific is a good idea, but



*“Service specific is a good idea, but instead of breaking us down and keeping us separated the last three weeks, I think all services should be brought together for a few days just to learn the basics of how different branches think and work. These deployments are not going anywhere and the Army way is not the only way.”*

Sgt. 1st Class Mary White

instead of breaking us down and keeping us separated the last three weeks, I think all services should be brought together for a few days just to learn the basics of how different branches think and work.

“These deployments are not going anywhere and the Army way is not the only way,” she said.

Irwin thinks DEOMI should add education in the civilian sector as well.

“Learning something about the civilian equal employment opportunity program would be useful, as there are no EEO’s deployed here,” she said.

And she, too, agrees with White about the joint nature of today’s deployments.

“When I recently found myself dealing with some of our joint forces, I didn’t even know what references to look up so I could see how their issues were governed,” she said.

Understanding personal responsibility remains paramount, James would like to see DEOMI incorporate some kind of lesson plan and research on countries where our troops are likely to deploy in the foreseeable future.

“I think we need to adopt some kind of ‘learn before you serve’ concept on the culture, religion, language and history of the regions our EOA’s will be serving,” James said.

Keesee thinks more emphasis needs to be placed on the command climate surveys available.

“There is a lot of software available which makes computing the data much easier, but it isn’t covered enough -- at least it wasn’t when I was there,” he said.

“Commanders count heavily on the command climate survey data.”

## Do your commanders really ‘buy into’ the EO program?

To a person, all of the interviewed deployed equal opportunity advisors said the answer to that question was “yes.”

And all to varying degrees.

“For the most part, I have found I become a real priority ... once we have a pending EO case,” Irvin said.

“Commander’s know that equal opportunity is ‘their’ program, but don’t always place enough emphasis on it until we’re in the reaction phase,” she said.

“I have frequently voiced concerns, only to have them literally disregarded as an overreaction,” she said.

Sgt. 1st Class Hurshie Williams looks at this question personally.

“To be honest, some do and some don’t; it depends on the person. In this environment over here, many of them think only the old ‘beans and bullets’ mindset is pertinent,” he said.

“They don’t always understand that equal opportunity EQUALS readiness, because it’s people who ultimately drive the train and not some machine.”

Cheley agreed that some do and some don’t. “And we work harder with those who don’t,” she said.

“Some provide a lot of support; others back out whenever possible. That’s just the way it is. For those who don’t buy in, I really don’t think this mission -- or any mission -- has anything to do with it ... it’s just the way they see things,” she said.

“I personally have an open door to the commanding general, both deputies, the chief of staff and the command sergeant major. And that’s a must.”



Sgt. 1st Class Hurshie Williams, a 25th Infantry Division Light soldier currently serving in Afghanistan, thinks the best way to avoid potential EO problems is to nip them in the bud.

# Cover Story



Air Force Capt. Andrea Justice gets a camel ride in Bagram, Afghanistan. Justice's unit, the 379th Air Expeditionary Wing, is headquartered in Qatar, but has 12 other bases throughout the area they are responsible for.

## So what are the lessons learned after all this?

According to Keesee, the answer to this goes straight to the top.

Change the Army Regulation.

"Currently, our regulation, AR-600-20, does not give clear guidelines for the proper use of EOA's during deployments. Commanders have misused many EOA's within this theater. For the first seven months I was over here, I was initially assigned as 'extra-full-time duty,'" he said.

"I had to personally convince my command that the issues that were starting to develop could possibly be diffused if I was available full-time to perform my primary mission.

"You can suggest marketing EO and whether we're 'visible' all day long, but until there is specific guidance on the use of EOAs during peacetime and deployments, EOA's will continue to be utilized ineffectively, especially during combat operations," Keesee said.

In addition, Keesee said, EOA's should make sure they can adjust fire and be prepared to present their training without the "luxury tools" they have become accustomed to.

"Learn to do without the fancy Power Point slides. Many of the Forward Operating Bases don't have the capabilities. Modifying the training time and material is necessary during deployment."

James said if she had to do it all over again, she'd do a better job of networking.

"I recommend establishing and

maintaining an active -- and ongoing -- relationship with the unit Chaplain, Staff Judge Advocate and Inspector General.

"With the exception of the Chaplain, it seemed all of us were receiving complaints which often times were not in our area of responsibility and belonged to someone else," James said.

For Irvin, it was a matter of doing her best, and feeling it sometimes wasn't good enough.

"I just don't feel like I was a real change agent. I did not feel as though I really made a big impact, though I feel I tried.

"I wish that commanders would have put as much emphasis on the overall EO program as they do on the Army Sexual Assault Prevention and Response Program," she added.

White advised EOA's to strike quickly.

"My task force commander really believes in the EO program and it all started with my initial in-brief.

"As they say, you get exactly one chance to make a first impression.

"Make sure it's a good one," she said.

*"I had to personally convince my command that the issues that were starting to develop could possibly be diffused if I was available full-time to perform my primary mission. You can suggest marketing EO and whether we're 'visible' all day long, but until there is specific guidance on the use of EOA's during peacetime and deployments, EOA's will continue to be utilized ineffectively, especially during combat operations."*

Army Master Sgt.  
Christopher Keesee



Photo by Army Master Sgt. Chris Calkins, DEOMI Public Affairs

## Is that really you?

Army Spc. Kirsten Frederickson, 308th Civil Affairs Battalion, surprises an Iraqi girl when she removes her kevlar helmet near the Iraqi town of An Najaf. "Just look at the faces of these little girls. When I take my helmet off and show them I'm a woman, their eyes open wide. I'm showing them there's a chance for something different in their lives. Cultural change is a long process, but it's got to start somewhere," Frederickson said.

## DoD Implements New Sexual Assault Prevention Policy

By Donna Miles

American Forces Press Service

WASHINGTON — The Defense Department announced today sweeping changes in how the military handles sexual assaults, with uniform policies and procedures that apply to members of all services, wherever they are stationed or deployed.

In a Pentagon briefing, David S. C. Chu, undersecretary of defense for personnel and readiness, said the changes — laid out in 11 new memorandums sent to Congress and the military services — “will change the way the military handles sexual assault, from the operations arena all the way to culture of the institution, in a profound and lasting way.”

The new DoD policy focuses on three major areas: enhanced education and training to help prevent assaults, improved treatment and support for victims, and a better system for investigating and prosecuting offenders. Chu said the changes are designed to help build a “climate of confidence” that instills trust in victims that they’ll get the care they need, while instilling in all servicemembers that “this crime will not be tolerated.”

The goal of the new policies is to standardize programs and policies throughout the Defense Department to improve prevention of sexual assault, enhance victim support and increase accountability.

Chu acknowledged that the military’s traditional victim-response system didn’t provide the level of care and support victims need. “We are moving aggressively to put new systems in place to address this shortcoming,” he said.

“The well-being of victims is a priority for us, and we are doing whatever it will take to ensure they get the best possible care.”

This support begins with a better system for reporting and investigating sexual assault that is more sensitive to victims’ privacy and confidentiality, Chu said. Final details of that effort are still



DoD photo by R. D. Ward

*“The new sexual assault policy will make a tremendous difference in the lives of the men and women in our services ... and even though we’ve made huge strides, the new policy is no silver bullet or overnight solution ... implementing the new policy in an effective way will take time.”*

**Air Force Brig. Gen. K.C. McClain**

being worked out but are expected to be resolved soon, possibly within the week, he said.

DoD’s sexual-assault policy will also ensure uniform standards of care, “so no matter where you are or what branch you serve in, you will have the same support systems and the same response personnel available to you,” he said.

New reporting guidelines and protocols will ensure an appropriate and timely response that Chu said will treat victims with “the dignity and respect they deserve.”

Chu stressed this will apply for forces wherever they might be deployed on the globe. “All of these services should be available to everyone, everywhere,” he said.

Ensuring that victims get this care will be the job of the newly established sexual assault response coordinators. Chu said these officials will serve as a single point of contact to coordinate sexual assault victim care. And once the concept is fully implemented, the coordinators will be at every military installation around the world, he said.

The new policy calls for consistent sexual assault prevention education and training that begins in basic training and continues throughout the servicemembers’ military careers.

The most basic part of the training includes clear-cut definitions of what

constitutes sexual harassment, sexual assault and other sexual-related offenses. Chu said this will help “eliminate confusion and uncertainty about which actions constitute which offense.”

Other training will be geared to first responders and commanders on dealing with cases of sexual assault within their ranks.

Air Force Brig. Gen. K.C. McClain, commander of Joint Task Force Sexual Assault Prevention and Response, said the new sexual assault policy “will make a tremendous difference in the lives of the men and women in our services.”

Despite what she called “huge strides,” she acknowledged that the new policy “is no silver bullet” or “overnight solution.” Implementing the new policy in an effective way “will take time,” she said.

The joint task force will provide oversight as the services implement the new policy over the next year to ensure programs are consistent, McClain said.

Once implemented, this cohesive, department-wide program “will ensure that every servicemember has a baseline training to help prevent sexual assaults,” she said.

“And also, in the event that there is a sexual assault, (it will ensure) that every servicemember will have access to the same standard of care and support, regardless of where they are assigned.”

## Women's Equality Highlighted in Afghanistan

By Staff Sgt. Monica R. Garreau, USA  
American Forces Press Service

BAGRAM, Afghanistan — The ratification of the 19th Amendment to the U.S. Constitution on Aug. 26, 1920, was a turning point for America.

The amendment officially acknowledged all U.S. citizens, regardless of gender, as equal. Most importantly, it gave women the right to vote.

Each year, citizens across America recognize this date as Women's Equality Day.

"Women were the last group to be allowed the right to vote," said Master Sgt. Carol Cheley, Combined Joint Task Force 76 equal opportunity advisor. "It opened the doors for everything else."

"Once they had the right to vote, it gave them a voice in the government and a voice in the decision-making process. And because of that voice, women have been given the right to defend their country."

With many female troops serving in a country where women have been oppressed for so many years, it is even more crucial to recognize the changes and painful lessons learned from American history.

It's important for us to recognize Women's Equality Day here in Afghanistan. The fact that many soldiers in the coalition are women demonstrates our nation's belief that women should be considered equal citizens in all societies, said Cheley.

The picketing, hunger strikes, political rallies and petitions of the Women's Suffrage Movement in America lasted nearly 20 years.



Photo by Sgt. Frank Magni, USA

Army Sgt. Jade Fry, a member of the 25th Military Police Company, meets with local Afghan women in a voter-registration center in Kandahar, Afghanistan. The presence of female soldiers displays to Afghans, especially the women, America's resolve as a democracy to give equal rights to all its citizens.

All this was brought to an end when the Constitution was amended with the phrase, "The right of citizenship of the United States to vote shall not be denied or abridged by the United States or by any State, on account of sex."

And with the assistance and guidance the coalition is providing to the newly formed democratic Afghan government, local women will not have to picket or hold hunger strikes to make their rights known.

In the United States, all people are recognized as citizens with equal rights, which is an integral part of democracy,

said Cheley.

By recognizing Women's Equality Day, "we present democracy to the Afghan people, (showing them) that everyone has a right to citizenship and a voice in the government, to include the women."

This is evident, considering the milestones laid in a history-making election year for the Afghan national government.

The Joint Electoral Management Body has reported that 41 percent of registered voters are women — an astounding number, considering the harsh restrictions placed on the women of Afghanistan during the ruthless reign of the Taliban.

With the progress made since the fall of the Taliban regime, the women of this country have been granted many rights that were out of their reach for decades.

If the last 84 years in America are any indicator, the women of Afghanistan have a bright future ahead of them.

*"...it opened the doors for everything else. Once they had the right to vote, it gave them a voice in the government and a voice in the decision-making process. And because of that voice, women have been given the right to defend their country."*

Master Sgt. Carol Cheley  
Combined Joint Task Force 76 EOA

## DoD Lauds Disabled Employees, Strives to Hire More

By Rudi Williams  
American Forces Press Service

BETHESDA, Md. — With the theme, “You’re Hired! Success Knows No Limitations!” the Defense Department presented awards to 17 outstanding employees with disabilities during the 24th DoD Disability Awards ceremony.

The honored group included a paraplegic, two quadriplegics, two blind people, a partially paralyzed man and two deaf people.

With David S.C. Chu, undersecretary of defense for personnel and readiness, acting as host, DoD conducted the awards ceremony and its 17th Annual Disability Forum in conjunction with the Labor Department’s National Symposium on Perspectives on Employment of Individuals with Disabilities.

The three-day symposium, which ended Dec. 10, is the only annual national training conference that focuses exclusively on federal employment of individuals with disabilities, Chu noted.

He thanked Paul Meyer, who heads the strategic planning and budget division in the Labor Department’s Office of Disability Employment Policy, for his leadership in organizing the symposium for 23 years and for allowing DoD to conduct its awards ceremony and forum during the conclave each year. Meyer is retiring after 38 years of

government service.

Chu noted that Meyer started the Workforce Recruitment Program for College Students with Disabilities, which DoD now co-sponsors with the Labor Department.

“It began with a single student Mr. Meyer hired in 1975 when he was an employee of the Department of the Navy,” said Chu. “It’s now a nationwide, governmentwide program that is beginning to make inroads in the private sector.”

The Office of the Secretary of Defense funds at least 200 summer jobs through that recruitment program, Chu noted. He added that last summer, 248 students were hired at DoD activities nationwide.

“We have found that this program is an excellent pipeline to careers for people with disabilities in our civilian work force,” he said.

“We now employ more than 5,000 individuals with the severe disabilities targeted by the Equal Employment Opportunity Commission for emphasis in affirmative action programs.

That is 1 percent of our civilian work force (5,697 of 595,951 employees as of September 2004).

While that percentage is higher than in many other agencies, we know we can do better.”

Chu pointed out that the secretary of

defense wants to increase DoD’s employment of people with severe disabilities to 2 percent of the department’s civilian work force.

He said that this year’s theme meshes with that goal. The awareness month, established in 1988, is held every October.

“We must make all Americans — including individuals with disabilities — freedom fighters in the global war against terror,” Chu said. “This war will be fought in many ways and many places — perhaps more often in our homeland and at our desks than on battlefields around the world. As we fight this crucial battle, we want individuals with disabilities to be full-fledged members of our defense team.”

He said the forum’s keynote speaker, Air Force Lt. Col. Andrew Lourake, is an example of how that can work. Lourake is director of the 89th Airlift Wing Commander’s Action Group at Andrews Air Force Base, Md.

A senior pilot with more than 3,900 flying hours, Lourake underwent an above-the-knee amputation in June 2002. He was medically cleared to return to flying status this summer, and had his first-flight ceremony in October.

Lourake, whose leg was injured in a motocross bike accident, has a computerized artificial leg that can analyze movement at the rate of 50 messages per second and is able to adjust to changes in terrain.

After Lourake’s remarks, Chu joined in presenting the 17 employees with disabilities their awards.

“I hope these men and women will inspire managers and supervisors throughout the Department of Defense to take another look at the potential of those who may be classified as disabled and investigate how they can be integrated into our work force,” he said.

“We know from experience that persons with disabilities are often exceptional employees.”

**Editor’s note: For a complete list of award winners, please turn to Page 26.**

*This war will be fought in many ways and many places — perhaps more often in our homeland and at our desks than on battlefields around the world. As we fight this crucial battle, we want individuals with disabilities to be full-fledged members of our defense team.”*

Dr. David S. C. Chu



## Navas: We need to continue being a nation of immigrants

Former Army two-star, current Navy official, most proud of his Hispanic Heritage

By Samantha L. Quigley  
American Forces Press Service

WASHINGTON — We are living in a completely different world today, where diversity is a force multiplier in the global war on terrorism, a top Navy personnel official said.

“We need to continue being a nation of immigrants,” Assistant Secretary of the Navy for Manpower and Reserve Affairs William A. Navas Jr. said in a recent interview with the Pentagon Channel and American Forces Press Service.

“Not in the old paradigm of a melting pot, but more of a nation of immigrants where we value diversity, language, culture.

“Because that’s the only way we, working in this new era of globalization, can maintain our position in the world.”

The United States’ great diversity can serve as a tremendous strength, Navas said. That strength comes in the understanding of other countries, people and cultures — and making sure other countries, people and cultures can relate to the United States.

As a young Hispanic, Navas took advantage of what the military had to offer.

This year’s recipient of the Hispanic Magazine Achievement Award for Leadership, Navas was commissioned as an Army officer in 1965.

He left active duty in 1970 as a captain and joined the Puerto Rico National Guard.

He retired as a major general from his last active-duty position as director of the Army National Guard from 1995 to 1998.

He said the military still has a lot to offer young people, not just Hispanics.

“It’s a great place to learn discipline, to learn responsibility, to strengthen your values, to learn teamwork, leadership.

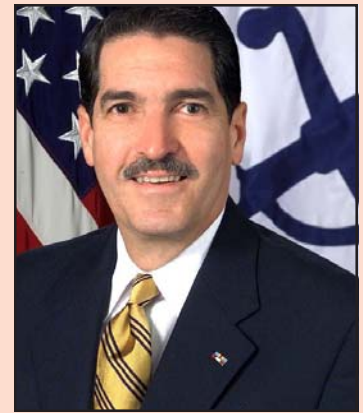
“For any young person out there it is a great place,” Navas said.

“For a young Hispanic, especially for our young immigrants, it is a place to demonstrate that you’re serious about coming to this country and that you’re willing to share in the defense of the country.”

*“I have said before that I think the new paradigm, rather than a melting pot, should be like a salad bowl. We have all these different ingredients — with different colors and textures and tastes — and what binds us together is this salad dressing of core American values. I think that’s the*

*America that I see in the 21st century.*

William A. Navas, Jr.  
Asst. Sec. of the Navy for Manpower and Reserve Affairs



Today, he said, the military seeing to the nation’s security and defense is top-notch.

More so than the Vietnam-era military he served in, he said.

“Today’s military, after the end of the draft in 1973, is a high-quality military,” Navas said.

“I see the quality of the soldiers, the airmen, Marines and the sailors that we have today, and it’s a vast difference.”

But Navas does see developing Hispanics’ role as military leaders as a challenge largely centering on language skills and guidance.

“In leadership roles, communications skills are very, very critical,” he said.

And what I see (lacking) in a lot of our young Hispanics — although they are very bright, very capable — (are) their language skills in English. ... English for them, for all of us, is a second language.”

He said weakness in English is often “perceived as a lack of leadership ability.” Parents need to make sure kids don’t lose their native tongue, he said, but they also really need to encourage them to master English.

Navas said that Hispanic leadership in the military needs to be encouraged.

Such leadership isn’t where it should

be because the seeds weren’t planted 20 years ago, he said.

Those seeds are being planted today, but developing Hispanic leaders in the military will take time.

“You don’t basically hire a general or a sergeant major, or a colonel ... you have to grow them.”

Though many don’t agree with him, Navas said, he would like to see a day when it wasn’t necessary to celebrate minority heritage months.

“We’re beyond that. But if we’re going to do that, I would not encourage the stereotype of having a couple of burritos, two tacos, a Mariachi band and then forget about the whole thing,” Navas said.

“We need to look at ... what are the contributions that Hispanics have made,” he said.

“I have said before that I think the new paradigm, rather than a melting pot, should be like a salad bowl.

We have all these different ingredients — with different colors and textures and tastes — and what binds us together is this salad dressing of core American values,” he said.

“I think that’s the America that I see in the 21st century.”

# News

## AWARD WINNERS, Continued from Page 24

### 'Best of the Best' honored during the 24th DoD Disability Awards ceremony

- **Joseph P. Aukward**, budget analyst, Washington (D.C.) Navy Yard.
- **Nagwa in Aziz**, human resources specialist, Department of Defense Education Activity, Arlington, Va.
- **Brian Colin Brown**, computer scientist, National Security Agency, Fort Meade, Md.
- **Tony Bufford**, computer assistant, Keesler Air Force Base, Miss.
- **Kimberly A. Burks**, clerk, Defense Contract Management Agency, Fort

Worth, Texas.

- **Ying Bei Chen**, program support assistant, Office of the Inspector General, Arlington, Va.
- **Gail V. Cherochak**, document editor, National Geospatial- Intelligence Agency, Reston, Va.
- **Jeffery L. Chess**, senior auditor, Defense Contract Audit Agency, Santa Ana, Calif.
- **Floyd E. Crawford III**, supply technician, Defense Logistics Agency, Battle

Creek, Mich.

- **Bradley W. Flagler**, transportation officer, Defense Commissary Agency, Germersheim, Germany.
- **Gloria Martin**, legal assistant, Fort Rucker, Ala.
- **Michele M. Perry**, program support assistant, Defense Threat Reduction Agency, Fort Belvoir, Va.
- **Mark A. Richards**, information technology specialist, Defense Finance and Accounting Service, Pensacola, Fla.



### Lighten Up, Frances!

It was a tough Hurricane season for Florida, Patrick Air Force Base and DEOMI. Both faculty members and students got adept -- several times over -- at sandbagging the Institute, right, and then picking them back up, above, when the winds died down.



photos by Master Sgt. Chris Calkins

**LONG, Continued from Page 6** — words. However, through **inauthentic leadership**, some people have reduced these once-powerful messages to clichés.

The critical difference between inauthentic and authentic leadership is ownership.

To reach the goal, leaders must turn clichés into performance and become owners of their policies and programs.

As owners, authentic leaders demonstrate commitment.

Most leaders' actions are real and consistent, but what happens when one doesn't value equal opportunity? These leaders make effective propagandists.

Managers who use **propaganda** to undermine equal opportunity policy can be contributors to discrimination. Credibility and trust are crucial to a program.

Spreading rumors or putting a spin on factual information are convincing tools in the destructive process.

An example is:

*The bottom line is this: effective leadership, not L.I.P. Service, is the key to avoid discrimination.*

**Propaganda:** The story of a manager who got fired solely on the basis of mishandling a discrimination case.

This hearsay, though extreme, is quite prevalent in the EO world.

Contrary to the rumor, my experience has been that there is usually more than one incident contributing to a manager's dismissal.

The propagandist in this example feeds on fear.

The entire equal opportunity program then becomes a scapegoat for institutional problems.

In the long run, managers don't have to fear discrimination complaints.

Leaders have a variety of resources at their disposal to assist them in preventing discrimination complaints.

For example, address issues as they arise and take ownership for mistakes; model appropriate behavior; employ accountability; and support and comply with equal opportunity policies and programs.

The bottom line is this: effective leadership, not L.I.P. Service, is the key to avoid discrimination.

# News

**WATTS, Continued from Page 4**— development? Your future?” he asked.

To meet the ever-increasing challenges of the military in the 21st Century, Watts asked the joint-service class members to join him in being active change agents.

“Notice I did not say ‘agent of change,’ there is a very fine distinction,” said Watts, a former Navy helicopter pilot who also worked on the Joint Chiefs staff before coming to DEOMI in 2001.

Watts explained that an agent of change was an after-the-fact kind of person -- “someone who takes action when a change has been directed or is already occurring.”

“A change agent,” he emphasized, “is someone who sees or envisions environmental shifts and takes actions that *induce* change.”

Watts emphasized that change agents have to accept the premise that “change is good,” -- something most often found to be easier said than done.

“And why is change good,” Watts asked? “Because change creates leadership opportunities.”

Watts reminded the graduating EOA’s how much they have changed during

*“Change gives you -- as the Equal Opportunity professional -- the chance to shine. It gives you a way to expand how you see -- and solve -- problems. Change forces you to come up with better ways to accomplish goals. Change makes you think.”*

CAPT Robert D. Watts  
DEOMI Commandant



their time at DEOMI, and that while change can be a challenge, it is vital to their growth.

“Change gives you -- as the Equal Opportunity professional -- the chance to shine. It gives you a way to expand how you see -- and solve problems,” he said.

“Change *forces* you to come up with better ways to accomplish goals. Change makes you think.”



photo by Master Sgt. Chris Calkins

During his tenure at DEOMI, CAPT Watts had the opportunity to address EO issues -- and change -- with several high-ranking DoD officials, including Les Brownlee, the former Acting Secretary of the Army.

## We Want (to hear from) You

Why not share your EO experiences with other readers of “*Reflections*?” Have some ideas on what more (or less) you’d like to read? We’d like to hear your real-life stories and comments. We are most interested in those EO professionals who have served -- or are currently serving -- in the Global War on Terrorism effort.

Please contact DEOMI PublicAffairs at  
(321) 494-2853,  
DSN 854-2853,  
or email to

Christopher.Calkins@patrick.af.mil



## DEOMI’s Guiding Principles

*Respect - for the infinite dignity and worth of all individuals*

*Excellence - in education, training and research*

*Awareness - of the issues, successes and strategies in human relations*

*Diversity - an understanding that our strengths derive from our differences as well as our shared values, goals and ethics*

*Innovation - of processes, technology and designs to enhance our mission*

*Nation - which we have sworn to defend and endeavor to improve*

*Exchange - of ideas in the spirit of academic freedom and professional responsibility*

*Selfless Service - a priority to the higher ideals of equality and fairness*

*Support - a commitment to quality processes for our customers and organization*

# Around Campus



# Around Campus



# Book Review

## **America Behind the Color Line: Dialogues with African Americans**

By Henry Louis Gates, Jr. 2004

Thirty-five years after the death of Martin Luther King, Jr., Americans wonder just how much his dream of equality has been fulfilled. Now renowned scholar and *New York Times* bestselling author Professor Henry Louis Gates, Jr., examines the surprising social and economic journey African Americans have made. Using the interviews he conducted for his groundbreaking PBS series, Professor Gates portrays a community united by shared memory and a strong, vibrant culture, yet divided by wealth and lack of opportunity—a people still struggling to ensure true equality for all... It reveals just how far African Americans and America have come—and how far they still need to go (from inside book cover).

## **Color of Credit: Mortgage Discrimination, Research Methodology, and Fair – Lending Enforcement**

By Stephen L. Ross and John Yinger 2003

In 2000, homeownership in the U.S. stood at an all-time high of 67.4 percent, but the homeownership rate was more than 50% higher for non-Hispanic whites than for Blacks or Hispanics. Homeownership and mortgage lending are linked of course, as the vast majority of home purchases are made with help of a mortgage loan. The authors analysis reveals several major weaknesses in the current fair-lending enforcement system, namely, that it entirely overlooks one of the two main types of discrimination [disparate impact], misses many cases of the other main type [disparate treatment], and insulates some discriminating lenders from investigation (from inside book cover).



## **Is Separate Unequal? Black Colleges and the Challenge to Desegregation**

By Albert L. Samuels 2004

When racial segregation was the rule in southern schools, all-black universities like Jackson State, Alcorn State, and Mississippi Valley State represented the only opportunities for African Americans to obtain a college education. For that reason, the move toward desegregation triggered by Brown v. Board of Education was a mixed blessing for those committed to preserving the traditions of Historically Black colleges and universities (HBCU). As Samuels observes, Brown's tenet that separate educational institutions are inherently unequal has for nearly half a century forced HBCUs to defend their very right to exist. In this book he reexamines the debate over desegregation and its impact on publicly funded HBCUs, exploring the contradictions and concerns that Brown created for African

Americans over four decades and challenging the idea that separate is necessarily unequal (from inside book cover).

## **Naval Ceremonies, Customs, and Traditions**

By Royal W. Connell and William P. Mack 6<sup>th</sup> edition 2004  
Reference book

First published in 1934, this book has enjoyed a reputation both as an authoritative guide to conduct in a contemporary maritime setting and as a fascinating historical reference on naval lore and traditions going back to the early days of sail. Updated to cover all the sea services, this new edition fully reflects today's diverse force while exploring the maritime history of the United States and its symbols, including the flag and naval uniforms and insignia. A new chapter on naval ceremonies offers more details than ever on such events as award presentations and changes of command (from inside book cover).

## **Psychology and Management of Workplace Diversity**

Edited by Margaret S. Stockdale and Faye J. Cosby 2004

This book includes dimensions, gender, race or ethnicity, age, disability, and obesity, sexual orientation, and social class. Part I, with basics, Chapter 2 debunks some myths, Part II is a series of models describing and explaining Diversity management. Chapter 12 provides guidance on how organizations can change to become more multiculturally inclusive. Chapter 13 describes diversity management issues around the globe. Students may find themselves disagreeing with other students, diversity of opinion, born of people's varying experiences, values and perspectives about the "best" answers to the questions that we pose in the panels. If no disagreements occurred, we would be disappointed. This aspect of diversity we prize. It is our view that honest exchange of differing opinions is one of the best ways to achieve excellence in thought and in performance (from inside Preface).

## **Psychology of Stereotyping**

By David J. Schneider 2004

The first comprehensive treatment of stereotypes and stereotyping, this volume synthesizes a vast body of social and cognitive research that has emerged over the past quarter century. Among the book's unique features are four chapters addressing the content of stereotypes, and area that has been relatively ignored in contemporary treatments. Considered are characteristics associated with over a dozen groups that have traditionally been the victims of stereotypes; why certain traits

# Book Review

tend to be stereotyped more often than others; and how traits become attributed to particular groups (from inside book cover).

## **Rally 'Round the Flag, Boys! South Carolina and the Confederate Flag**

By K. Michael Prince 2004

*Rally 'Round the Flag, Boys* is the most comprehensive history to date of the Confederate flag controversy that has engaged South Carolina politics for nearly four decades. Originally raised over the state capitol in 1961 to commemorate the centennial of the American Civil War, the flag remained atop the State House dome until July 2000. Failed negotiations and bitter confrontations between the flag's defenders and its opponents have made the "flag issue" a flash point of South Carolina politics and culture. Readers not only learn about, but also sense, the anguish of legislators—black and white—forced to confront their personal and political convictions as they took a stand for or in opposition to the Old South that the flag represented (from inside book cover).

## **Taken Hostage: The Iran Hostage Crisis and America's First Encounter With Radical Islam**

By David Farber 2005

Unlike other histories of the subject, Farber's vivid and fast-paced narrative looks beyond the day-to-day circumstances of the crisis, using the events leading up to ordeal as a means for understanding it. The book paints a portrait of the 1970's in the U.S. as an era of failed expectations in a nation plagued by uncertainty and anxiety. Throughout the book there emerges eerie parallels to the current terrorism crisis. Then as now, Farber demonstrates, politicians failed to grasp the depth of anger that Islamic fundamentalists harbored toward the United States, and Americans dismissed threats from terrorist groups as the crusades of ineffectual madmen (from inside book cover).

## **Why We Hate**

By Jack Levin & Gordana Rabrenovic 2004

Expressions of hate are trumpeted each evening on the news, from the mayhem unleashed by suicide bombers to the steadily increasing casualties in the Middle East and Iraq. And since September 11, Americans have repeatedly asked themselves, "Why do they hate us?" In this in-depth look at the most troubling aspect of human nature, Jack Levin—a nationally recognized criminologist—and Gordana Rabrenovic—a respected sociologist—seek to explain why hate exists and offer practical methods for creating a more peaceable society (from inside book cover).

## **Who Are We? The Challenges to America's National Identity** By Samuel P. Huntington 2004

This book is about our domestic cultural rifts as Huntington examines the impact other civilizations and their values are having on our own country. America was founded by British settlers who brought with them a distinct culture including the English Language, Protestant values, individualism, religious commitment, and respect for law. The waves of immigrants that later came to the U.S. gradually accepted these values and assimilated in America's Anglo-Protestant culture. More recently, however, national identity has been eroded by the problems of assimilating massive numbers of primarily Hispanic immigrants, bilingualism, multiculturalism, the devaluation of citizenship, and the "denationalization" of American elites. September 11 brought a revival of American Patriotism and a renewal of American Identity. *Who Are We?*, shows the need for us to reassert the core values that make us Americans. Nothing less than our national identity is at stake (from inside book cover).



## **Disabled Rights: American Disability Policy and the Fight for Equality**

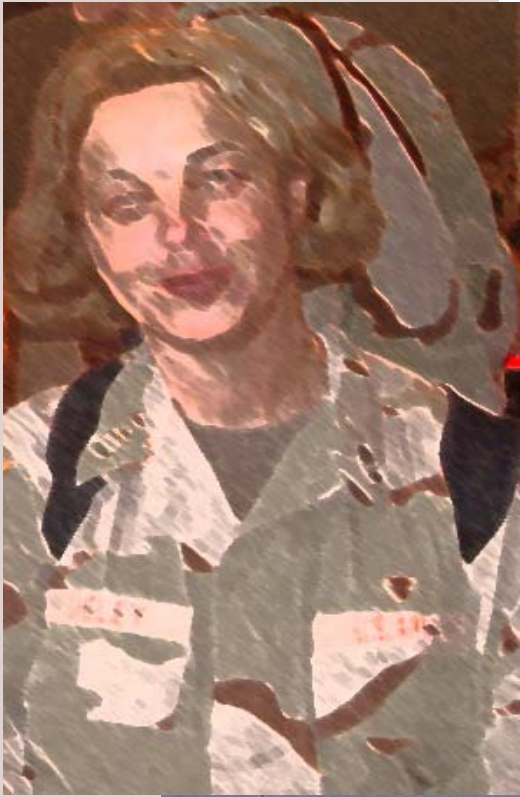
By Jacqueline Vaughn Switzer, 2003

In March 2000, the Sixth District Court of Appeals overturned on a technicality the misdemeanor conviction of Keelly Dillery, who had been arrested in Sandusky, Ohio, in 1998 on a charge of being a pedestrian in a roadway. Dillery, who uses a motorized wheelchair because she has muscular dystrophy, used her wheelchair in the city's street because she said the sidewalks were raised or broken and therefore were inaccessible to her. She was charged four times in less than a year for actions—once for child endangering because she carried her daughter on her lap (a first-degree misdemeanor for which she was later acquitted). During interviews, Dillery indicated that her daughter had learned to assist her—jumping off the wheelchair to pull her mother out of potholes in Sandusky's roadways. This is one example of what this book is about (from inside book).

## **Out To Work: A History of Wage-Earning Women in the United States**

By Alice Kessler-Harris, 2003

First published in 1982, this pioneering work traces the transformation of "women's work" into wage labor in the United States, identifying the social, economic, and ideological forces that have shaped our expectations of what women do. Basing her observations upon the personal experience of individual American women, Alice Kessler-Harris examines the effects of class, ethnic and racial patterns, changing perceptions of wage work for women (from inside book cover).



Making a difference!